

HEE Quality Team Business and Operating Plan 2021/22



Developing people for health and healthcare

www.hee.nhs.uk

Contents

Introduction	3
1. Education	4
2. Quality and Patient Safety	4
3. Workforce planning and Intelligence	10
4. Workforce Transformation	10
5. Working collaboratively across regions and nationally	11
Meetings to be covered linked to activity above	12
Team members	12
References	12
Contact	12

Introduction

The Quality Team Business and Operating Plan is mapped to the core goals within HEE's draft Mandate for 2021/22 and complements the delivery of the HEE SE operational plan.

1. Education

The Quality Team, working with Heads of Schools and system leaders, will ensure the planning, management, delivery and quality assurance of education and training to a high standard.

2. Quality and Patient Safety

Work with internal and external partners to improve the overall quality of the learning environment for trainees, learners and those on placement.

3. Workforce planning and intelligence

Work with internal and external partners to contribute to accurate workforce intelligence and robust workforce planning to aid increasing of trainee numbers in quality placements throughout KSS.

4. Workforce transformation

Through the sharing of notable practice and transformation identified by the Quality Team, the Workforce Transformation Team will provide examples of optimal skill mix in healthcare teams. In addition to this, HEE has delivery priorities in the following areas:

1. Cancer (including diagnostics)
2. Mental Health and Learning Disabilities
3. Primary Care
4. Urgent and Emergency Care
5. Maternity
6. Population Health and Prevention

5. Working collaboratively across regions and nationally

HEE recognises it has a local, regional and national role to support quality improvement.

1. Education

The aim is for KSS to be highly sought after as a place to train. Employer and trainee satisfaction should be high. All HEE SE placements should be filled. There should be high registration rates where appropriate and retention into posts delivering NHS services. A drive to increase clinical placements to support workforce growth in areas of current and future workforce needs.

	Activity	Deliverable	Lead
1.1 Work with Heads of School/Professional Leads to identify and showcase quality trainee placements	Identify areas of notable practice and share findings to support quality improvements across the system	Retention into KSS training and substantive posts	Liz
1.2 Share quality intelligence with Workforce Transformation Team to support new roles	Share quality intelligence via Quality Management Oversight Group (QMOG) to ensure professional leads are aware of suitable quality placements for new roles	New roles are embedded in safe and effective clinical placements	Liz
1.3 Share intelligence and inform decision making on the quality of clinical placements linking to workforce growth plans	Share Quality intelligence and provide data to support decision making and quality assurance of clinical placements	Growth in SE Clinical placements aligned with SE Business plan deliverables	Adrian/Lisa

2. Quality and Patient Safety

	Activity	Deliverable	Lead
2.1 Develop SE Quality Team identity and functions	Align and review the function so it delivers SE priorities – reducing duplication and sharing expertise.	Produce a business and operational plan	Liz
		Produce an annual report	Liz/Heather
2.2 Establishment of an effective SE Quality Team	Team member roles and responsibilities defined	Appraisals and objective setting for all team members within first three months	Liz/Lisa/Adrian/Heather

	Activity	Deliverable	Lead
		PDPs for all team members	Liz/Lisa/Adrian/Heather
	HR processes established	Quality Team calendar	Nicola
		Annual workplan	Lisa/Nicola
	Fortnightly operational meetings established	Ensure workplan is covered and supported with contingency plans	Lisa/Adrian
	Monthly strategic meetings established	Effective planning to ensure alignment with operational delivery and strategic planning	Liz
	Team development identified and planned	Identification of team development needs addressed to support individuals	Liz/Lisa/Adrian/Heather
	Quality Team Risk register	Identify risks and mitigate/escalate/report as appropriate to ensure business continuity and growth	Heather
	Modernisation and streamlining of core business activity utilising technology	Utilise IT to ensure efficient documentation to aid LEAN work processes	Heather/Sarah
2.3 Sustainability	Review processes in line with South East operating model	Attendance at the regional SLT and implement/develop processes to align	Liz/Lisa/Adrian
	Ensure processes are reflective of Quality refresh and national business plan priorities	Work with TV/Wessex Leads to implement processes as a SE approach	Liz

	Activity	Deliverable	Lead
2.4 Reporting and Governance	Identify and develop robust reporting mechanisms to meet: <ul style="list-style-type: none"> regulatory requirements – Deans report internal intelligence external requirements 	Production of key reports within agreed timescales to ensure robust sharing of intelligence to meet regulatory and stakeholder requirements	Heather
	Locally Analyse and report: <ul style="list-style-type: none"> National Training Surveys (NTS) National Student Survey National Education and Training Survey (NETS) Primary Care 	Prepare and produce local reports to aid quality management and improvement	Heather/Sarah/Tiff/Yaa
2.5 Education Contract Monitoring – Quality role	Produce dashboards to support the Education contract quality requirements	Provide data as required working with Commissioning Team that is consistent across the SE	Heather/Nicola
2.6 Quality Surveillance Groups/ICS Quality meetings	Attend meetings and present key findings from KSS	KSS presence to cascade information internally and externally to meet regulatory and stakeholder requirements	Liz
2.7 KSS Quality Management Oversight Group (QMOG)	Review membership to ensure multiprofessional representation and operate reporting on an ICS geography	QMOG to effectively contribute to internal and external governance processes	Liz
	Provide administration support	Minutes produced and distributed within TOR deadlines Maintenance of the Declaration of Interest register	Sarah Sarah
	Provide oversight to the quality assurance processes and decisions	Live reporting register that captures emerging and existing concerns	Heather

	Activity	Deliverable	Lead
		and feeds in to internal/external reporting/governance processes	
2.8 SE Education Quality Management Oversight Group	Support the implementation of EQMOG and appropriate governance and reporting supporting Regional Post Graduate Dean	Monthly EQMOG that discusses and escalates/closes risks as appropriate	Liz/Heather
2.9 Quality Interventions	Determine multiprofessional programme for quality interventions	Monitor plans for quality interventions appropriate to level of risk identified	Adrian/QPOs
	Develop interventions procedures and processes to implement the HEE Quality Framework across all professional groups	Co-produced procedures to determine roles and responsibilities associated with reviews	Adrian
	Provide evidence bundles to aid effective focussed decision making to support interventions process	Bundles of evidence relevant to visit produced and circulated to aid decision making and interventions to effectively utilise intelligence and visit time	QPOs
	Provide reporting administration at interventions to ensure robust reporting and audit	Provide detailed succinct reports or letters to aid implementation of the HEE Quality Framework	QPOs & QSA Primary Care
	Support the development and progression of SMART action plans	Produce SMART standardised action plans and monitor progression to aid reporting	QPOs

	Activity	Deliverable	Lead
		Develop crib sheet for Immediate Mandatory Requirements, Mandatory Requirements and Recommendations to support standardisation in reporting and action plans	QPOs
	Monitor the Intensive Support Framework (ISF) and rate risk	ISF process and monitoring to contribute to quality intervention planning and improvement	Heather
2.10 GMC Quality assurance process	Prepare to provide evidence requirements for the GMC QA approval process	Documentation and processes meet the GMC standards	Liz/Heather
		Complete the required self-assessment	Heather
2.11 Trainee surveys	To review the range of evidence sources which support quality interventions and quality monitoring processes	To produce guidance on suitable evidence sources to ensure required information is available to support decision-making with regards to quality interventions	Sarah
		To produce guidance on suitable evidence sources to support a consistent approach to demonstrating quality improvement via action plans in line with HEE Quality Standards.	Sarah
	Develop NETS analysis and reporting for local purposes	Design, implement and evaluate a tool for reporting NETS data to support multi-professional quality intervention planning	Band 6 regional NETs lead/Heather

	Activity	Deliverable	Lead
	Develop process for managing responses to free text comments or regulatory body requirements	Co-produce a process for analysing and planning quality interventions with professional leads to provide assurance and governance	Heather
2.12 Quality Management in Primary Care	Manage the process for approvals and reapprovals of GP Educational Supervisors, Clinical Supervisors and learning environments for GP Practices in Kent, Surrey and Sussex	New educators approved and reapprovals carried out before they expire. All learning environments hosting GP trainees approved as a safe and effective clinical learning environment	Yaa
	Work with the Primary Care team to develop and implement processes for ensuring the learning environments are safe and effective. All GP Practices hosting trainees (Foundation or GP) are monitored in line with the HEE Quality Framework and Standards. Actions taken are consistent across the region	Clear audit trail, escalation policy and records of actions and outcomes for quality interventions undertaken within Primary Care	Lisa/Yaa
	Arrange, co-ordinate, attend and provide administrative support for primary care meetings that have a quality function	Agree which primary care meetings quality will attend and their role at the meeting	Lisa/Yaa
	Manage triangulation of evidence related to quality standards	Develop a process for triangulation of CQC, NETS, GMC NTS and any other evidence linked to quality standards	Yaa
	Produce an annual work plan to aid business delivery	Produce an annual plan to support workload and contingency/cover plans to identify areas of peak activity	Yaa

	Activity	Deliverable	Lead
	Support the implementation of a Quality assurance process to support new model in primary care	Ensure process is Quality Framework and strategy compliant. Support development of proportionate processes to transition QA to training hubs	Lisa/Heather/Yaa
2.13 Lay representation	Operationally manage the recruitment, training and contract arrangements for quality interventions lay representation	Trained competent lay representative attendance at Quality interventions and QMOG	Adrian/Tiffiney
2.13 Trainee representation	Develop and enhance the role of trainees as part of the quality intervention and assurance functions	Establish the trainee representation role, contracts, expenses aligned with South East region	Tiffiney
		Develop training materials to support trainees with their role on quality interventions	Tiffiney

3. Workforce planning and Intelligence

	Activity	Deliverable	Lead
3.1 Compile intelligence to share with local office Transformation and Workforce planning teams	Gather holistic information from quality processes to determine areas requiring transformation across systems	Provide assurance that the clinical learning environment has processes for non-medical staff in line with the HEE Quality Framework standards	Adrian
3.2 Develop and monitor a process for gathering evidence from placement providers for non-medical education	Tool/process developed and agreed with placement providers and HEIs	Clearly documented trail of evidence to support monitoring and assurance	Adrian

4. Workforce Transformation

	Activity	Deliverable	Lead
4.1 Establish quality function with workforce transformation team on an ICS platform to ensure the HEE Quality Framework is implemented as appropriate	Agree processes and responsibilities for supporting implementation of HEE Quality Framework with transformation lead	HEE Quality Framework applied to new roles	Adrian/Lisa

5. Working collaboratively across regions and nationally

	Activity	Deliverable	Lead
5.1 Integration meetings with South East operating model	Attendance at meetings to integrate KSS Quality Team functions and reporting to the regional South East quality activity	Integration into South East Quality model	Liz/Heather/Adrian/Lisa
5.2 Enjoying Work Collaborative	This quality improvement project uses data collected from the ImproveWell app that is submitted weekly by team members produce raw data on staff experience at work. Discussion will take place fortnightly on whether suggested improvements are working. Th team will also participate in bi-monthly learning sets.	Agree methods, implement and evaluate to enhance working practice to support an improved working experience.	Tiff/Liz

Meetings to be covered linked to activity above

Meeting	Internal/ external	Frequency	Team member(s) to attend
Quality Surveillance Groups x4	External	Monthly	Liz/Adrian/Lisa
GMC/NHSE/NHSI	External	Bi monthly	Liz
Quality Team – Strategic	Internal	Fortnightly	Team
Quality Team – Operational	Internal	Fortnightly	Team
Direct reports 1:1 x6	Internal	Monthly	Liz/Adrian/Lisa/Heather
Quality Management Oversight Group	Internal	Monthly	Liz/Adrian/Lisa/Heather/Sarah
SE Education Quality Management Oversight Group	Internal	Monthly	Liz
Operational Group	Internal	Weekly	Liz/Heather
South Regional SLT meeting	Internal	Quarterly	Liz
Quality Leads Meeting	Internal	Quarterly	Adrian/Lisa
MEM	External	Quarterly	Liz
CTAG	External	To be determined	Liz
Guardians of Safe Working	Internal	Quarterly	Liz
GMC liaison meeting	External	Quarterly	Heather/Liz
NMC liaison meeting	External	Quarterly	Liz/Adrian
Enjoying Work Collaborative	Internal	Fortnightly	Whole team

Team members

Liz Fidler – Associate Dean - Quality
 Lisa Mallett – Quality Lead Clinical Placement (Primary Care)
 Adrian Dessent – Quality Lead Clinical Placement (Secondary Care)
 Heather Haynes – Quality Support Manager (Reporting and Regulation)
 Tiffiney Kent – Quality Project Officer
 Sarah Stanbridge – Quality Project Officer/Quality Support Administrator
 Nicola Trower – Quality Support Administrator
 Yaa Addo – Quality Support Administrator (Primary Care)

References

HEE Business Plan for 2021/22 – [HEE business plan](#)
 HEE Quality Framework – [HEE Quality Framework 2019-20](#)
 HEE Quality Standards – [HEE Quality Framework 2017-18 Quality Standards](#)
 HEE Intensive Support Framework – [A guide to the HEE Intensive Support Framework](#)

Contact

If you have any queries about this document or wish to contact the team, please contact kssquality@hee.nhs.uk.